

2024 Report

Parc Aviation Limited Gender Pay Gap

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Introduction

This report has been prepared in accordance with the *Gender Pay Gap Information Act 2021* (the “Act”). The reporting company subject to the Act is Parc Aviation Limited, which is a part of CAE inc. (“CAE”). This report covers a 12-month period, from June 20, 2023, to June 20, 2024. Additionally, the term fiscal year (“FY”) refers to the period from April 1 of a given year to March 31 of the following year.

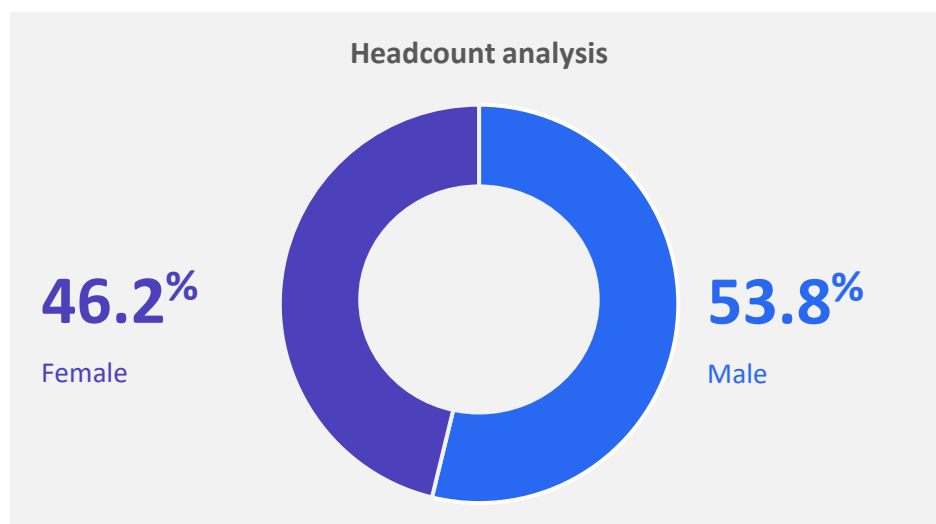
As an organization employing over 150 employees, we are pleased to share our first Gender Pay Gap report in compliance with the Act. We welcome the opportunity to share this data and we are committed to continuing to work to improve our results.

At Parc Aviation Limited, we prioritize ensuring that women receive the support, opportunities, and resources necessary for their growth and success. This commitment underscores our dedication to fostering an inclusive environment where every individual can realize their full potential.

Parc Aviation Limited is comprised of two main business, Resourcing Services and Technical Support Services. This report covers all employees in the organization across the two different business units, including supporting departments.

Headcount analysis

Parc Aviation Limited headcount is evenly distributed between male and female.



Parc Aviation Limited Results

Gender pay gap

11.77%

Mean

18.21%

Median

Hourly pay gap	Mean (%)	Median (%)
Part Time employees	1.13%	20.90%
Full Time employees	12.08%	18.59%
Permanent employees	10.84%	17.83%
Fixed term employees	36.79%	45.81%
Overall	11.77%	18.21%

Bonus Remuneration

Employees receiving bonus remuneration

70.5%

Male

61.1%

Female

Benefit in kind (BIK)

Employees receiving BIK

6.67%

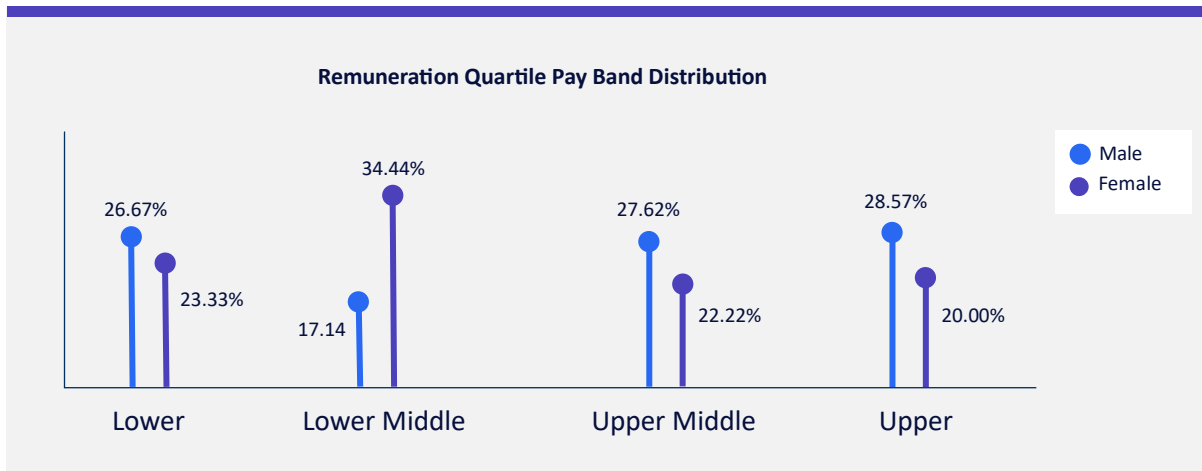
Male

4.44%

Female

Quartile Analysis

The quartiles in the graphic indicate remuneration pay band distribution.



At CAE, women are compensated at the same rate as their male colleagues for similar roles. This overall gender pay gap arises from a gender imbalance in our workforce, with fewer women occupying positions that fall within higher salary scales. While we ensure pay equality through our Global Grading System, which evaluates roles based on skills and responsibilities, the disparity is influenced by the lower proportion of women in higher-paying roles.

Remediation measures

The measures and programs below are applicable to CAE and extend to CAE's indirect and direct subsidiaries, including Parc Aviation Limited.

We believe all employees, regardless of gender, deserve to be compensated fairly for their skills and contributions. As a cornerstone of our DE&I management approach, initiatives and proactive practices focus on transparency, regular pay equity assessments and targeted interventions. As part of our Global Grading System at Parc Aviation Limited, all roles are evaluated based on skills and responsibilities and assigned to a salary scale to ensure fairness and transparency across the organization. CAE ensures pay equity and fairness by conducting a comprehensive salary review against industry benchmarks, followed by cross-organizational and intradepartmental comparisons considering position and experience.

Regarding the underrepresentation of women in higher-paying roles, CAE is committed to fostering a diverse, equitable, and inclusive workplace. We are actively implementing programs and initiatives aimed at attracting more women to our field and empowering them to thrive, such as flexible working environments, development programs for women, Employee Resource Groups, and setting targets for the representation of women in various roles.

The Global Human Resources (HR) Talent Acquisition and Talent Management teams integrate DE&I considerations into HR policies and systems to attract, retain and develop a diverse workforce. This approach not only minimizes risks but also fosters a workplace culture where individuals thrive, promoting innovation and inclusion in talent attraction and development.

At a corporate level, by FY25, CAE committed to:

- Increasing leadership diversity (gender, Indigenous Peoples and members of visible minorities) by 2% from 31% to 33%
- Having 33% of executive officers and 40% of Directors form part of certain diversity groups (including women, persons with disabilities, Indigenous Peoples, members of visible minorities and the LGBTQ2+ community)

At corporate level, by FY28, CAE committed to increasing representation of gender diversity amongst high-potential employees by 3% from 29% to 32%.

In addition, CAE is developing a new hire diversity baseline and setting gender diversity objectives for subsequent years.

Our goal is to create a culture where all employees feel valued, included, and have a sense of belonging, regardless of their background. Among other measures, CAE offers employees multiple awareness opportunities that cover a variety of Diversity, Equity & Inclusion (DE&I) topics, such as DE&I fundamentals, unconscious bias, microaggressions and anti-harassment. CAE also embeds inclusive leadership in its development training and regularly introduces materials on important issues such as neurodiversity in the workplace.

Please refer to Diversity, equity & inclusion and Corporate Governance sections of the [FY24 Sustainability report](#). Corporate *Gender equality indicators* covering key performance indicators related to representation of women in leadership, talent, pay and inclusive culture are also published as an appendix to [FY24 Sustainability report](#).

Next steps

CAE is steadfast in its commitment to developing and fostering an equal and inclusive workplace. We are actively implementing various initiatives and strategies across different aspects of our business to support this commitment.

Approval

This report has been approved by Parc Aviation Limited Director Donal Doherty and the Human Resources Director Manon Caron.

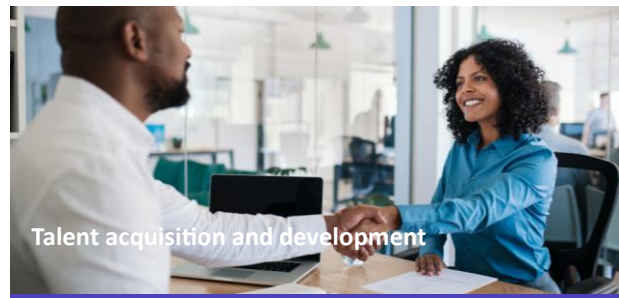
Appendix – Examples of implemented measures



Human Resources Practices Processes

Diversity enabling infrastructure

- Flexible work schedules
- Extended leave policies
- Back to work programs



Talent acquisition and development

Diversity enabling infrastructure

- Training & Coaching: implement specific development programs to encourage women in leadership positions including the Women in Leadership (WIL) component of our Annual Leadership Development Process
- Sponsoring & mentorship
- Women's networks: support the growth of our Professional Women's Network (PWN)



Culture

Create a Diversity & Inclusion Leadership Council to oversee our efforts

Inclusive mindset

- On-the-job training
- Evaluation and recruitment debiasing



Suppliers

- Include Diversity & Inclusion philosophy in the supply chain management process



Tracking and measurement

- Transparency and indicators tracking

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